



GROUPE **B**ENETEAU

INDUSTRY FOCUS: IMPROVING INDUSTRIAL EFFICIENCY

Eric Stalin

Operations Director, Boat Division

1. INDUSTRY CHALLENGES
2. OPERATIONAL PERFORMANCE



1. INDUSTRY CHALLENGES

INDUSTRY CHALLENGES

Constraints linked to market changes

Changing market trends

Rapid change in volumes for each model

Differentiation of models (versions, options)

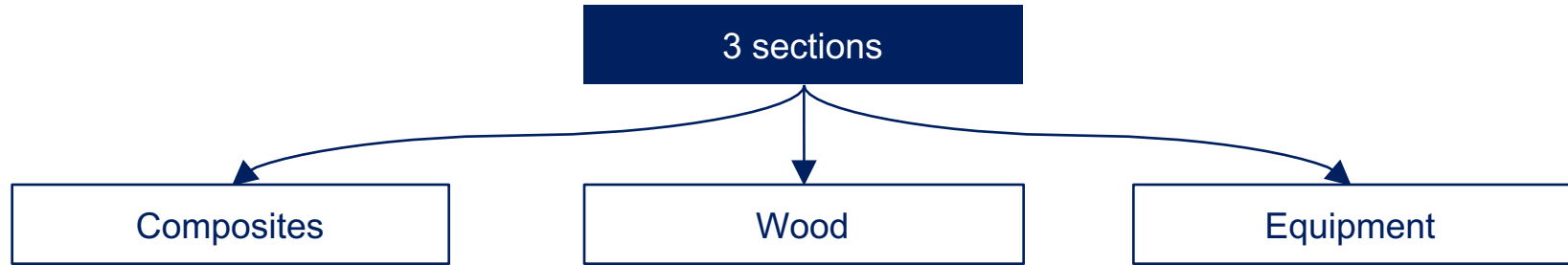
Industry's responses

Adapting or targeted increase in capacity

Flexibility

Flexibility

ABOUT THE GROUP'S INDUSTRIAL STRATEGY



Insourcing of strategic activities: composites (including tools), wood and assembly

Outsourcing of equipment

Unique technical research and engineering expertise: BERI 21

INDUSTRIAL OPTIMIZATION CRITERIA

Criteria

Saturation of existing capacity

Geographical positioning

Product cost price

Development timeframes

Investment

Specific engineering expertise

ILLUSTRATION 1: ADAPTING THE PLANTS' CAPACITY

Need	Responding to strong growth in demand for catamarans +64% growth for 2016-2020
Response	Adapting existing facilities
Case	Transforming a sailing yacht plant into a catamaran facility

ILLUSTRATION 2: TARGETED INCREASE IN PLANTS' CAPACITY

Need	Responding to strong growth in demand for outboard units +57% growth for 2016-2020
Response	Rolling out a targeted increase in the facility's capacity
Case	Increasing capacity for an outboard facility

EXTENDING THE OSTRODA SITE IN POLAND



PROGRESS WITH THE WORK



ILLUSTRATION 3: FLEXIBLE FACILITIES

Need

Responding to the change in volumes and the need for customization

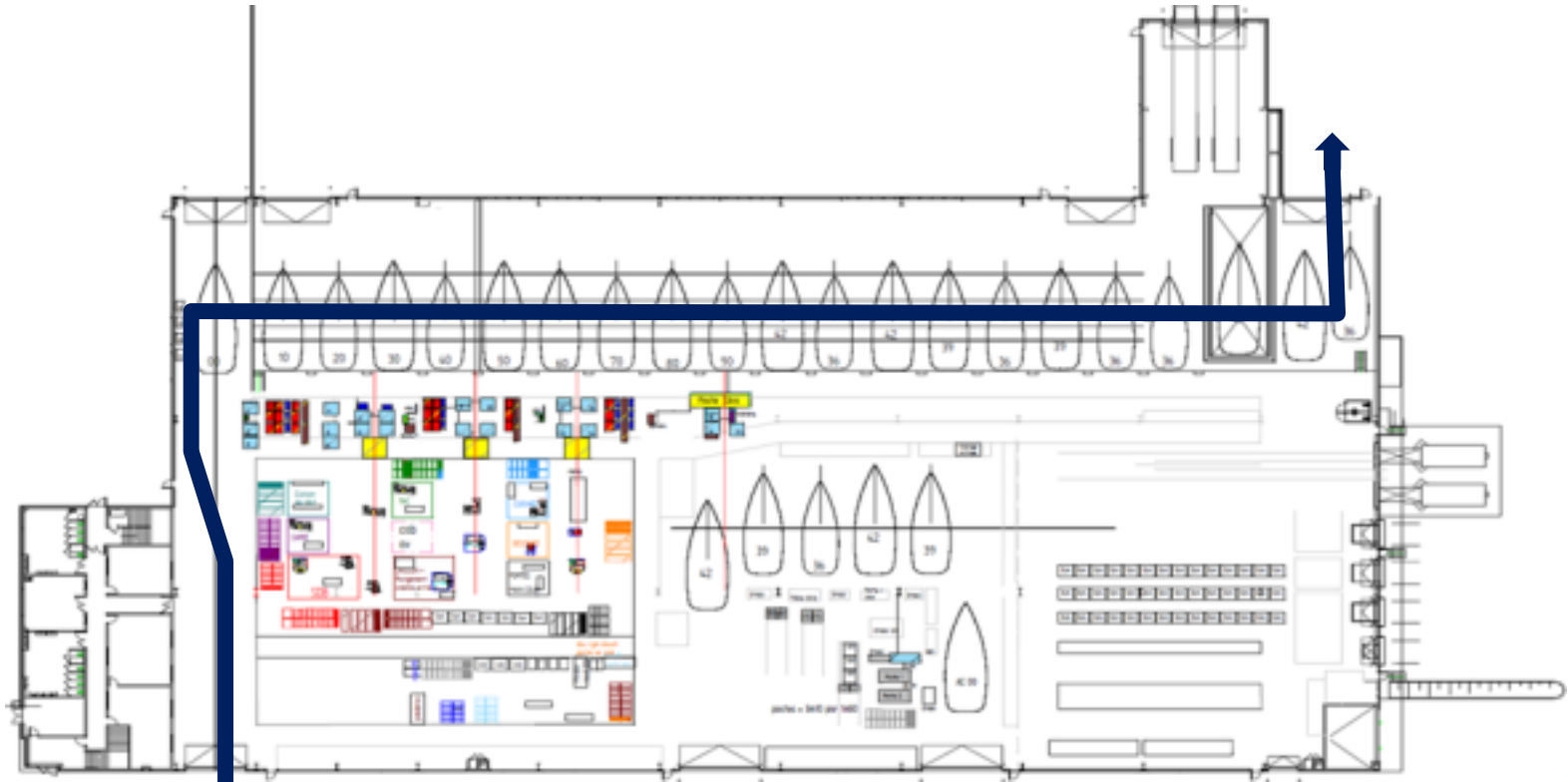
Response

Ensuring the flexibility and convergence of methods

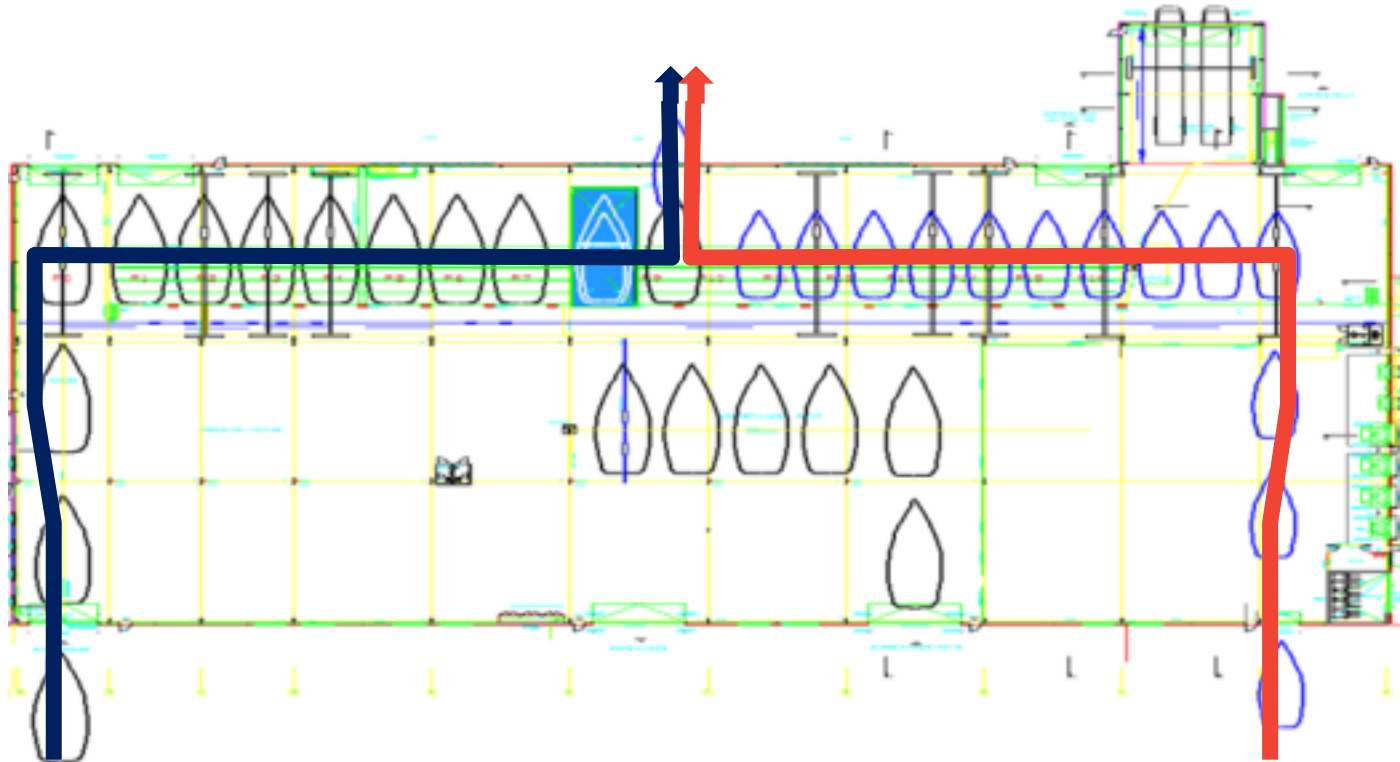
Case

Transitioning from a single line to multiple assembly lines

FACILITY WITH SINGLE ASSEMBLY LINE



FACILITY WITH TWO ASSEMBLY LINES





2. OPERATIONAL PERFORMANCE

Jean-François San Carlos
Industrial Operations Director, Boat Division

STAKES INVOLVED WITH OPERATIONAL PERFORMANCE

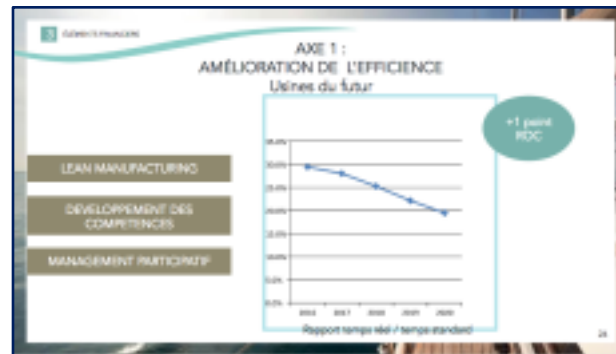
Difference
between:

- Standard cost price
- Actual cost price

Target

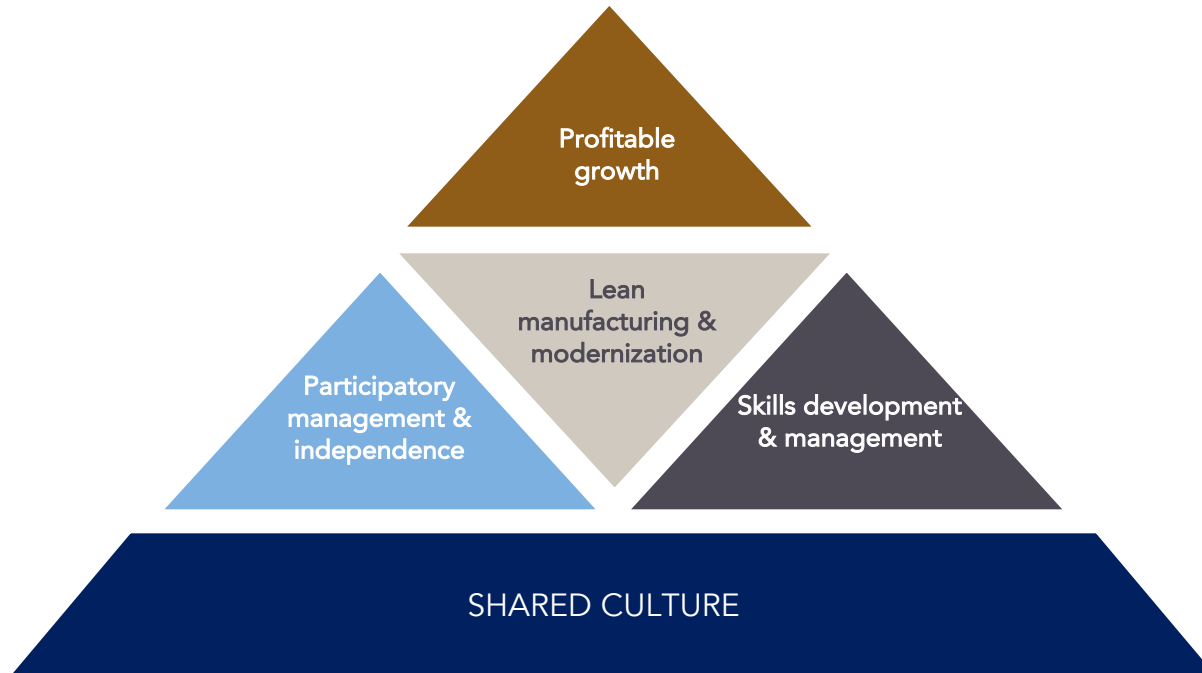
Gain 10 efficiency points vs standard by 2020

Plants contributing to the "Transform To Perform" plan



HOW TO ACHIEVE THIS EFFICIENCY GOAL?

"PLANT OF THE FUTURE" PROJECT



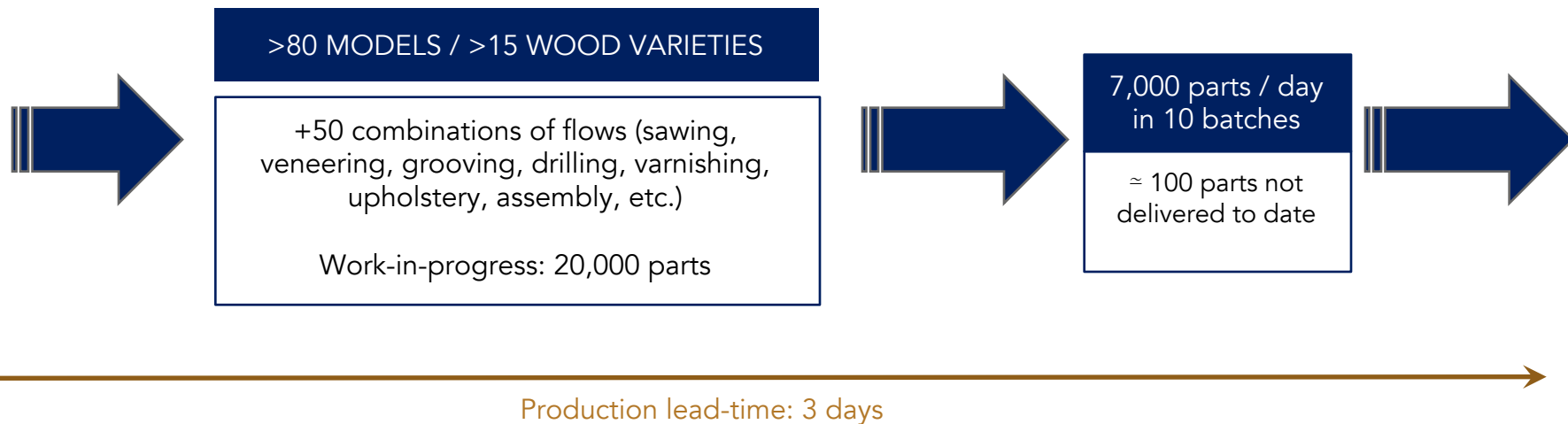
WHAT ACTIONS HAVE BEEN LAUNCHED TO DATE?

EXAMPLES OF SUCCESSFUL 5S



FLOW MANAGEMENT FACED WITH THE COMPLEXITY OF WOOD ACTIVITIES

OBJECTIVE: eliminate missing parts and disruptions for internal flows



ILLUSTRATIONS OF FLOW MANAGEMENT

Visual management



Face to face

Tableau Face à Face

DATE	CN	A.H	10-09-12
1	Séan	00	
2	Quintik	0X	chère amir
3	Manquait	XX	

→ 100% de la production
→ 100% de la production
→ 100% de la production

Reaction rule

Règles de réaction manquants flux K

MANQUANT 1	Flux	Flux	Flux
MANQUANT 2	Flux	Flux	Flux
MANQUANT 3	Flux	Flux	Flux

MANAGING CONTINGENCIES TO GET THINGS RIGHT THE FIRST TIME

TOOL	Standards of work
OBJECTIVES	<ul style="list-style-type: none">• Getting things right the first time• De facto eliminating all contingencies• Respecting standard production times

KNOWING HOW TO ANALYZE ISSUES TO ERADICATE THEM



WHAT HAVE BEEN THE FIRST RESULTS?

SUSTAINABLE QUICK WINS

In just 4 months:

- ▷ Zero missing parts for model flow
- ▷ Peace of mind
- ▷ Safe workplace
- ▷ Efficiency

Monitoring of missing parts for K unit



SUSTAINABLE QUICK WINS

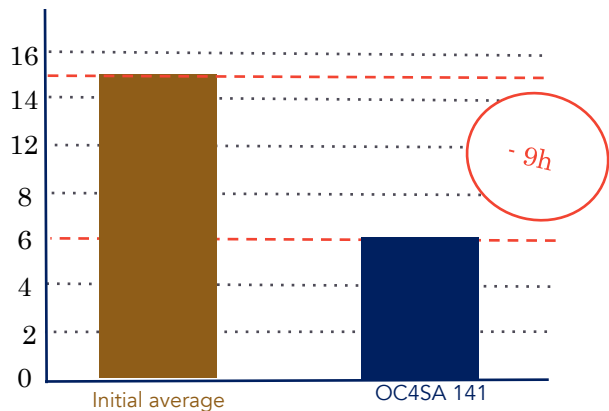
GAINS:

For 1 sector ("open-air"):

2020 TARGET:

Reduce production times by 10 to 15%

"Remaining work" reduced



IN 8 WEEKS:

60% reduction in production time on test units

i.e. -4.5% of total time spent

CONCLUSION

Improving operational performance
involves engaging all employees in the facilities

"Plant of the Future"
project
supported by

- Participatory management and independence
- Lean manufacturing and modernization
- Skills development and management

Target

- **Achieve +1.5% increase in income from ordinary operations, with nearly €20 M by 2020**
- Plants contributing to the "Transform To Perform" plan



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